CASE STUDY

MARKET NICHE: Chemical Distribution and Trading

POSITION NICHE: Executive Level Management

JOB TITLE: President & CEO

CLIENT: HELM

- Opportunity Marketing Piece (OMP)
- Skill Survey (for sorting prospects)
- Scorecard (for comparing interviewed candidates)
- SMART Search System® (overview)
Opportunity Marketing Piece
President & CEO

Location
Piscataway, NJ

For more information contact:
Patrick Ropella
Chairman & CEO
propella@ropella.com
850-983-4997
COMPANY OVERVIEW

ABOUT HELM U.S. CORP

For many years, HELM U.S. Corporation has been the exclusive representative for major chemical producers in the Americas, providing the link between the producers of chemical raw materials and the manufacturing industry. They are a full service, full function distributor that specializes in servicing the plant, resins, coatings and detergent industries with both domestic and imported raw materials. They purchase only from suppliers whose materials meet their own strict quality criteria, enabling them to supply their own customers with high-quality products to match requirements in any market situation.

As a fully owned subsidiary of HELM AG, HELM U.S. Corp has the financial backing and security necessary to be flexible and independent. They are committed to both their business partners and their employees, valuing fairness, social responsibility, compliance and sustainability as their core fundamentals. Through the implementation of these principles, HELM aims to create sustainable values to all stakeholders.

HELM QUICK FACTS

<table>
<thead>
<tr>
<th>1969</th>
<th>U.S. Corp established</th>
</tr>
</thead>
<tbody>
<tr>
<td>HANS-CHRISTIAN SIEVERS</td>
<td>current CEO</td>
</tr>
<tr>
<td>30+</td>
<td>U.S. Corp employees</td>
</tr>
<tr>
<td>HAMBURG, GERMANY</td>
<td>HELM AG headquarters</td>
</tr>
</tbody>
</table>

PARENT COMPANY INFORMATION

HELM AG, Germany is a family-operated, multifunctional organization with a staff of 500+ and branch offices in more than 30 countries around the world. Their global footprint grants them access to an international network that enables them to provide a modern all-around service to their customers and suppliers.

Quality management is an essential element of corporate governance at HELM. HELM AG was one of the first chemical marketing companies in Germany to obtain certification for itself and its European subsidiaries from the DQS in October 1992 and is now certified in accordance with DIN EN ISO 9001.

Their team of scientific and technical experts ensures the optimization of process workflows while fostering an awareness amongst the workforce and auditing suppliers, customers and logistics partners with regard to HELM’s quality policy guidelines.
In the field of marketing chemicals on an international scale, HELM U.S. has the expertise and resources to supply the manufacturing industry with the feedstocks and products they need.

The business units Feedstocks and Derivatives focus on the structured marketing of high-bulk products in the field of base chemicals – both in international trade and in local distribution using HELM’s global organization. The strategy is geared to long-term development and sustainability. This extends to include partnerships with suppliers and customers.

In cooperation with renowned international leaders, HELM develops generic pharmaceuticals and medical products. The development activities at HELM concentrate on prescription drugs for distribution through retail pharmacies and hospitals, predominantly in the following indication fields: infectious diseases, central nervous system, cardiovascular system, women's health and cancer therapy.

The highest quality standards are ensured by HELM’s quality control laboratory and their established quality assurance system.

HELM's Nutrition division is recognized as a leading marketing organization of additives for the Human Nutrition industry. Deep market knowledge and the economy of scale collectively ensure HELM's business partners' competitiveness. HELM's warehouses and GMP laboratory guarantee security and reliability at the same time. Whether it be flavorings, beverages, dairy items, meats, spices, functional foods, instant meals, sweets or health costs – HELM is committed to top quality in the field of nutrition.
CORPORATE CULTURE

Since 1950, HELM remains unchanged in family holding. Continuity and sustainability in their decisions are typical advantages of a family-owned enterprise since it can successfully side-step what frequently are short-term objectives and interests of public limited companies. Hectic "actionism" driven by quarterly figures certainly is not typical for HELM.

Quality management is an essential element of corporate governance at HELM. Behind this is the awareness that only through constant improvement can they prevail in meeting the requirements of a dynamic, global market.

At HELM, a staff of scientific and technical experts continually ensures optimization of process workflows, fostering an awareness among the workforce and auditing suppliers, customers and logistics partners with regard to their quality policy guidelines.

Quality constitutes the foundations of their actions:

- They know the products they buy.
- They know what their business partners expect from them.
- They supply their business partners with what they expect, therefore ensuring their satisfaction.
- If any deficiencies do occur, they look into the causes and ensure they cannot occur ever again.

VISION, VALUES & SUSTAINABILITY

As a family-owned global company, HELM aims to be a leading partner of choice for the chemicals, life science and agricultural industries. They have leading expertise in marketing, distribution, logistics and product & project development. For selected products, they also invest into production joint ventures.

Their global team is dedicated, reliable and strong in implementing creative solutions. They have a long-term commitment to their business partners and employees and create sustainable values to all stakeholders.

Fairness, social responsibility, compliance and sustainability are HELM’s fundamentals. As a successful chemicals marketing organization operating on an international scale, HELM assigns immense importance to the responsible handling of their products. Safety and care rank first and foremost, both during transportation and storage. This is intended to protect mankind and the environment while simultaneously securing the innovative strength of HELM.

With its voluntary participation in the "Responsible Care" program of the Verband der Chemischen Industrie (Chemical Industry Association), HELM is committed to sustainable management of resources and to the "Global Compact" of the United Nations, which pursues social and ecological objectives. They actively strive to achieve the implementation of these principles in their direct sphere of influence.
PHILIPP MANGOLD
Interim President · 5 years

Philipp has served many executive leadership positions over the course of his career, earning many endorsements in product development and sales management. In addition to an expansive portfolio in specialty chemicals, he also has a wealth of expertise in international business and the food ingredients industry.

He received an education at Reutlingen University where he earned a degree in Business Management with an emphasis on Foreign Economies and International Trade. Originally serving as President for Helm New York, Inc., Philipp has temporarily stepped in to assist the U.S. Corporation headquarters in New Jersey.
The President and CEO of HELM U.S. Corporation will run and manage the subsidiary under HELM's strategic goal and corporate guidelines while independently handling all commercial, administrative, personnel and organizational aspects with mid-term possibility to also take responsibility of the fine chemicals business of HELM in the U.S. This position will oversee 22 employees and report to the Regional Executive Manager in Hamburg.

**Job Responsibilities**

- Facilitate the development of the U.S. market for distribution with HELM core products.
- Facilitate the development of new strategic suppliers/sources for HELM's local, regional and worldwide marketing.
- Expand the national sales force through sales offices and/or sales representatives.
- Improve and optimize national logistics.
- Build and lead the subsidiary as a profit center in an efficient and goal-oriented manner (great emphasis will be placed on the promotion of sales and purchase activities with strategic products sourced/supplied with key suppliers in the U.S., Mexico and overseas).
- Manage business operations and expand customer and supplier portfolios as well as distribution business with liquid and solid chemicals within the U.S. and Latin America.
- Direct negotiations with customers and suppliers and expand acquisition activities.
- Cooperate closely with the regional companies in Mexico, Columbia, Brazil and Argentina and the chemical departments in Hamburg as well as other members of HELM's worldwide organization.
- Further build HELM's business by strongly participating in the chances and opportunities offered by the chemical industry in the U.S.

**Ideal Candidate Qualifications**

- MBA or equivalent commercial education and background and/or technical education in chemistry with strong commercial and managerial experience in the industry.
- Foreign work experience (Spanish and/or other foreign languages are an asset).
- Personal qualities:
  - Self-directed, creative and curious; a producer of ideas.
  - Good social and communication skills.
  - Critical listening skills.
  - Enthusiastic.
  - Eager to set and meet new challenges, innovate concepts and apply them.
- International experience and a solid understanding of western culture.
- Strong sales and sourcing background in the distribution and/or trading of chemical commodities as well as ingredients for the food industry.
- Experience leading others.
- Experience in P&L/Profit Center responsibility.
- Intimate knowledge of the U.S. chemical industry and its key players.
- Strong contacts in the U.S. chemical industry.
ABOUT PISCATAWAY, NJ & SURROUNDING AREAS

Over the past 50 years, Piscataway has grown from a small rural township to a suburban college community. Located in central New Jersey, the Piscataway township is home to over 57,000 individuals and offers a wealth of recreational, cultural, sports, shopping, dining and entertainment opportunities.

Since the opening of Interstate Highway 287 in 1960, Piscataway has proven itself to be a highly desirable location for suburban development and many notable corporations. The township’s prime location, with its easy access to the New Jersey Turnpike, Garden State Parkway, I-78, I-287 and Routes 18, 22 and 27 make it especially attractive to commuters and businesses alike. Alongside its great economic growth, Piscataway has managed to maintain its friendly welcoming atmosphere, making it a wonderful place to live, work and play. Situated just 35 miles from New York City, the township allows for the luxuries of a large city life without the daily commotion.

Five miles south of Piscataway is the city of New Brunswick. New Brunswick is the county seat of Middlesex and is known as the region’s “Healthcare City,” having set a leading example in research, human talent and teaching.

In addition to a wide array of entertainment hubs and recreational activities, it is also home to the Rutgers University main campus. As the eighth-oldest college in the United States, Rutgers is renowned for their outstanding academics as well as their many accomplished sports teams.

The Princeton community, located in nearby Mercer County, is home to the famous Ivy League school, Princeton University. Though highly esteemed in its educational pursuits, there is still more to this community than its academic reputation. The area includes some incredible performing arts venues, such as McCarter Theatre, Richardson Auditorium and the Paul Robeson Center for the Arts. For shoppers, there is a selection of upscale chains, eclectic shops and boutiques. One of the main shopping venues is Palmer Square which offers exclusive shopping and dining in the heart of cosmopolitan downtown Princeton. Meanwhile, sports fans can take advantage of a wide range of nearby sporting events, including minor league and collegiate athletic talents.
For those seeking the big city life, there is no place quite like the Big Apple. Not only is New York City the most populous city in the United States, but it is also a global leader in commerce, finance, culture, fashion and entertainment. Just 35 miles from cozy Piscataway, New York City is full of world-famous landmarks and neighborhoods. The Statue of Liberty greets millions of faces each day while the Empire State Building stands watchful over the busy city streets. The Manhattan skyline has received universal recognition, having been home to several of the tallest buildings in the world.

The city prominently excels in its spheres of art, cuisine, dance, music, opera, theater, independent film, fashion, museums and literature. It is the birthplace of many cultural movements and is also widely celebrated in popular lore, featured frequently as the setting for books, movies and television programs. Today, New York City is the largest center for the film industry in the United States. The city has more than 2,000 arts and cultural organizations and more than 500 art galleries of all sizes.

The words "New York City" and "shopping" go hand in hand. Whether it be upscale Fifth Avenue fashions, handcrafted wares from NYC's many boutiques or unbeatable deals from designer sample sales, there is always unrivaled shopping on every street. The Big Apple is also home to Fashion Week, a premiere event in the world of clothes, shoes and accessories.

New York has a wide range of sports for every interest, hosting countless sporting events throughout each year. The city's two current Major League Baseball teams are the New York Yankees and the New York Mets. Alternatively, football fans can root for either the New York Giants or the New York Jets. There is also representation in the National Hockey League with the New York Rangers, New York Islanders and nearby New Jersey Devils — the only instance of a single metropolitan area having three teams within one of the four major North American professional sports leagues.

In a fast-paced urban setting booming with over 8 million residents, there is a seemingly limitless itinerary of people to meet and places to see in the big NYC.

In a fast-paced urban setting bustling with over 8 million residents, there is a seemingly limitless itinerary of people to meet and places to see in the big NYC.
### City Information
- Piscataway Township
  [www.piscatawaynj.org](http://www.piscatawaynj.org)
- Princeton Visitors Bureau
  [www.visitprinceton.org](http://www.visitprinceton.org)
- Middlesex County Regional Chamber of Commerce
  [www.mcrcc.org](http://www.mcrcc.org)
- Official NYC Guide
  [www.nycgo.com](http://www.nycgo.com)
- NYC.com
  [www.nyc.com](http://www.nyc.com)

### Arts & Entertainment
- Central Park
  [www.centralpark.com](http://www.centralpark.com)
- New York Aquarium
  [www.nyaquarium.com](http://www.nyaquarium.com)
- The Metropolitan Museum of Art
  [www.metmuseum.org](http://www.metmuseum.org)
- Broadway
  [www.broadway.com](http://www.broadway.com)

### Shopping
- New York Shopping
  [www.nymag.com/shopping](http://www.nymag.com/shopping)
- Saks Fifth Avenue
  [www.saksfifthavenue.com](http://www.saksfifthavenue.com)
- Bloomingdale's
  [www.bloomingdales.com](http://www.bloomingdales.com)

### Sports
- New York Yankees
  [www.newyork.yankees.mlb.com](http://www.newyork.yankees.mlb.com)
- New York Giants
  [www.giants.com](http://www.giants.com)
- New York Jets
  [www.newyorkjets.com](http://www.newyorkjets.com)

### News
- New York Post
  [www.nypost.com](http://www.nypost.com)

### Education
- Piscataway Schools
  [www.piscatawayschools.org](http://www.piscatawayschools.org)
- Middlesex County Schools
  [www.mcps.k12.va.us](http://www.mcps.k12.va.us)
- NYC Department of Education
  [www.schools.nyc.gov](http://www.schools.nyc.gov)
- Rutgers University
  [www.newbrunswick.rutgers.edu](http://www.newbrunswick.rutgers.edu)
- New York University
  [www.nyu.edu](http://www.nyu.edu)

### Realty
- Zillow
  [www.zillow.com/piscataway-nj](http://www.zillow.com/piscataway-nj)
- Trulia
  [www.trulia.com/NJ/Piscataway](http://www.trulia.com/NJ/Piscataway)
- Golden Key Realty
  [www.goldenkeyrealty.com](http://www.goldenkeyrealty.com)
- City Realty
  [www.cityrealty.com](http://www.cityrealty.com)
Consider Us Your Executive Search Partner
Let us remove the delays and frustrations from hiring hard to reach executives

For more information contact:
Patrick Ropella
Chairman & CEO
(850) 983 - 4997
propella@ropella.com

Interested in taking our partnership to the next level?
We can help you assess and upgrade your executive team with A players.

Looking to improve your recruitment process?
We’ll show you the ROI impact our clients achieve with Ropella’s RPO (Recruitment Process Outsourcing) services.

Do you have a Succession Plan for your impending retirements?
Roughly 10,000 Baby Boomers will turn 65 every day for the next decade. We’re here to help!
Skill Survey for: President and CEO

Name:             Date:

1. Outline University Degree(s) with date(s):
   (Please provide the Name, the Location and the Phone # of each Institution
   & YOUR BIRTHDATE - so we can conduct degree confirmation check.)
   Note: This date is required by colleges/universities in degree confirmation checks and will
   only be used for that purpose. Your birth date will not be supplied to the client.

2. Tell us about any specific experience you have working with any of the products listed below
   and/or closely related feedstocks/derivatives such as:
   - Acetyls, e.g. Acetic Acid, Vinyl Acetate Monomer
   - Cumene derivatives, e.g. Acetone, Phenol, Bisphenol-A
   - Dicarbonylic Acids, e.g. Sebacic Acid, Adipic Acid
   - Ethylene Oxide derivatives, e.g. Glycols, Ethanolamines
   - Propylene Oxide derivatives, e.g. Propylene Glycol
   - Styrenics
   - Solvents, e.g. Acetone, Ethyl Acetate, Dimethylformamide
   - Surfactants, e.g. Polyethylene Glycol, Nonylphenol Ethoxylate

3. Tell us about any specific experience you have working with any food ingredients belonging
   to the categories listed below.
   - Antioxidants
   - Flavor ingredients
   - Preservatives
   - Sweeteners
   - Vitamins
   - Citrics/Citrates

4. Outline any other product lines you have had the most experience sourcing, marketing or
   selling other than what’s addressed in Question 2 & 3. Please include any/all experience with
   other organic chemicals - specifically commodities.
5. Describe the largest one year sales increase you have spearheaded and how that increase was accomplished.

6. Outline your overall knowledge of chemical supply chains including any role have you played in expanding and developing strategic supplier relationships.

7. Describe your experiencing with importing, exporting and/or dealing with international logistics issues.

8. What is the largest cost savings measure you have implemented, how did you implement the measure and what was the result?

9. How would you characterize your personal leadership style? What are some effective ways you have found to motivate a team to a higher level of performance?

10. Describe the groups you have typically managed. What was size and functional make-up of the group (sales, marketing, R&D, etc.)?

11. Describe your experience both working and traveling internationally.

12. Aside from English, which languages are you able to communicate in and at what level of proficiency?

13. If asked one of the following questions during an interview, how would you answer? Why are you considering this opportunity? (or) What's motivated you to consider a job change at this time?

Relocation Acknowledge Agreement

I , acknowledge the condition to relocate to Piscataway, NJ, for the specific opportunity with Helm USA, and am willing to do so if hired.

As evidenced by my initials below, I fully understand that this acknowledgment is a requirement for the interview process and states that I have already spoken with any parties (i.e. spouse, significant other, children, parents, etc.) who may directly be impacted by my final decision to relocate.

Print Name  
Initials  

References
Please provide at least three references. The first priority is past bosses, then employees, then peers.

Example: Bob Smith, currently CEO at ABC Chemical 412-123-4567, Email: bob.smith@abcchem.com.
Was President, my direct boss, while I was General Manager at ABC Chemical.

We will NOT contact any references until after completing the interview process and not without notifying you first.

1)

2)

3)
Our Candidate Scorecard is a form you complete on every candidate you have now screened as a potential fit. If you can tell that some of the candidate’s are probably C level in a superficial overview in comparison to others you set those aside now and grade the rest. The grading sheet will help you objectively weigh all the Must Haves and even the preferences in such a way that at the end of using the grading sheet process you can be pretty sure who the A plus candidates are, who the A candidates are, and who the B candidates are. Then we focus on scheduling for the A’s.

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**Candidate Comparison-Scorecard**

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Helm Weighting in Red</th>
<th>A/B/C</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Education - 3</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>A = BS in Chemistry + MBA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = BS in Non-Technical Degree</td>
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</tr>
<tr>
<td>C = No BS Degree</td>
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<tr>
<td>2. Specific exp working with the following products: - 5</td>
<td></td>
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<tr>
<td>Acetyl, e.g. Acetic Acid, Vinyl Acetate Monomer, Cumene derivatives, e.g. Acetone, Phenol, Bisphenol-A, Dicarbonylic Acids, e.g. Sebacic Acid, Adipic Acid, Ethylene Oxide derivatives, e.g. Glycols, Ethanolamines, Propylene Oxide Derivatives, e.g. Propylene Glycol, Styrenics, Solvents, e.g. Acetone, Ethyl Acetate, Dimethylformamide, Surfactants, e.g. Polyethylene Glycol, Nonylphenol Ethoxylate</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>A = Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B = Somewhat</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>C = None or Very little</td>
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<tr>
<td>3. Specific exp working with the following product lines: - 4</td>
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<tr>
<td>Antioxidants, Flavor ingredients, Preservatives, Sweeteners, Vitamins, Citric/Citrates</td>
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<tr>
<td>A = Yes</td>
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<tr>
<td>B = Somewhat</td>
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<td></td>
</tr>
<tr>
<td>C = None or Very little</td>
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<tr>
<td>4. Exp sourcing, marketing or selling other product lines other than what's addressed in SS Question 2 &amp; 3. Any/all experience with other organic chemicals - specifically commodities. - 4</td>
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<td></td>
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<tr>
<td>A = Yes</td>
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<tr>
<td>B = Somewhat</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>C = None or Very little</td>
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<tr>
<td>5. Largest Sales increase in 12 months that they spearheaded and how was it accomplished. - 5</td>
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<td></td>
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<tr>
<td>A = Increased sales 20% or more in 12 months.</td>
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</table>
Our Candidate Scorecard is a form you complete on every candidate you have now screened as a potential fit. If you can tell that some of the candidate’s are probably C level in a superficial overview in comparison to others you set those aside now and grade the rest. The grading sheet will help you objectively weigh all the Must Haves and even the preferences in such a way that at the end of using the grading sheet process you can be pretty sure who the A plus candidates are, who the A candidates are, and who the B candidates are. Then we focus on scheduling for the A’s.

<table>
<thead>
<tr>
<th>Provided clear explanation so excellent written communications skills</th>
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<tbody>
<tr>
<td>B = Increased sales by at least 15% in 12 months.</td>
<td></td>
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<tr>
<td>Provided an ok explanation so written communications skills are ok.</td>
<td></td>
</tr>
<tr>
<td>C = Increased sales by at least 10% in 12 months.</td>
<td></td>
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<tr>
<td>Provided an unclear explanation so written communications skills are poor.</td>
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<thead>
<tr>
<th>6. Knowledge of Chemical Supply Chains and the role played in expanding strategic supplier relationships. - 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>A = Yes</td>
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<tr>
<td>B = Somewhat</td>
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<tr>
<td>C = None or very little</td>
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<tr>
<th>7. Expertise in importing, exporting, and/or dealing with international logistics issues. - 4</th>
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<tbody>
<tr>
<td>A = Yes</td>
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<tr>
<td>B = Somewhat</td>
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<tr>
<td>C = None or very little</td>
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<thead>
<tr>
<th>8. Largest cost savings measure implemented and how was it implemented and the result. - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provided clear explanation so excellent written communications skills</td>
</tr>
<tr>
<td>B = Accomplished marginal cost savings.</td>
</tr>
<tr>
<td>Provided an ok explanation so written communications skills are ok.</td>
</tr>
<tr>
<td>C = Accomplished little to no cost savings.</td>
</tr>
<tr>
<td>Provided an unclear explanation so written communications skills are poor.</td>
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<table>
<thead>
<tr>
<th>9. Expertise in managing multiple groups such as sales, marketing and/or R&amp;D. - 5</th>
</tr>
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<tbody>
<tr>
<td>A = Yes</td>
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<tr>
<td>B = Somewhat</td>
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<tr>
<td>C = None or very little</td>
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<tr>
<th>10. Expertise in working and traveling internationally - 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>A = Yes</td>
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<tr>
<td>B = Somewhat</td>
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<tr>
<td>C = None or very little</td>
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<tr>
<th>11. Multilingual - 2</th>
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<tbody>
<tr>
<td>A = Yes</td>
</tr>
<tr>
<td>B = No</td>
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</tbody>
</table>
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<table>
<thead>
<tr>
<th>12. Non-compete and employer restrictions</th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>A</strong> = No issues</td>
<td></td>
</tr>
<tr>
<td><strong>B</strong> = Some issues but very minor</td>
<td></td>
</tr>
<tr>
<td><strong>C</strong> = Yes, major red flags.</td>
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<thead>
<tr>
<th>13. Relocation to Piscataway, NJ - 5</th>
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</thead>
<tbody>
<tr>
<td><strong>A</strong> = Yes, no issues and/or lives in the area</td>
<td></td>
</tr>
<tr>
<td><strong>B</strong> = Some issues but nothing major</td>
<td></td>
</tr>
<tr>
<td><strong>C</strong> = Will have major issues relocating</td>
<td></td>
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</tbody>
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<table>
<thead>
<tr>
<th>14. Compensation: 160K to 180K with bonus - 4</th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>A</strong> = 150K to 170K</td>
<td></td>
</tr>
<tr>
<td><strong>B</strong> = 130K to 150K or 180K to 200K</td>
<td></td>
</tr>
<tr>
<td><strong>C</strong> = below 130K or over 200K</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>15. Job Changes/Stability - 4</th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>A</strong> = Avg. yrs = 5-10</td>
<td></td>
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<tr>
<td><strong>B</strong> = Avg. yrs = 3-5</td>
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<tr>
<td><strong>C</strong> = Avg. yrs &gt;3</td>
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Grading Point System:

- **A’s** = 4
- **B’s** = 3
- **C’s** = 2

**Bonus Points = 1**

Now add up the numerical value of each grade and then divide by the total number of grades.

| Total Points | Divided by __ grades = Avg. Grade |
|--------------|----------------------------------|---|
The SMART Search System® has revolutionized hiring in the same way Six Sigma revolutionized manufacturing. We've invested more than 30 years researching best practices, developing our own tools and continuously improving our SMART Search System®. We provide our clients precise and predictable hiring results unparalleled in the search industry.

**STAGE 1 | SMART STRATEGY & LAUNCH**

1. **ALIGNING EXPECTATIONS**
   Ropella aligns expectations with everyone on the hiring team to ensure we’re partnering efficiently and effectively. We’ve created a 3-step launch approach. Through a comprehensive Intake Interview, we 1) Discuss the hiring process, 2) Evaluate the research needed, and 3) Review the overall search strategy to ensure we are all on the same page.

2. **SEARCH PREP QUESTIONNAIRE**
   At the beginning of each search, we conduct a comprehensive Intake Interview with the hiring team to ensure Ropella fully understands the most effective way to present your opportunity. This includes questions about cultural dynamics, management style and the MUST HAVES for each search. We’ll also evaluate your position description, looking for potential improvements. We then identify the preferred companies and best titles to target to be sure we are focusing on the most effective recruiting paths.

3. **OPPORTUNITY MARKETING PIECE**
   Once we understand your search, our team designs an Opportunity Marketing Piece, custom created for your specific opportunity, used to attract the best passive candidates. This piece is a comprehensive 6 to 12-page pitch book, filled with what’s exciting about your organization your products and their markets, as well as a description of your culture and even your management style. It also includes your position description and a thorough overview of the location where the position is based.

4. **SKILLS SURVEY**
   We create a custom skills and experiences application based on the MUST HAVES for your opportunity. This helps us identify and select for submission the most qualified A and B candidates that meet all your parameters. The C candidates are set aside.

5. **SCORECARD**
   We thoughtfully score all candidates as we move through the screening and interview process. In order to help you make the right hire, we assess based on skills and experience, cultural dynamics, management style, compensation and relocation fit.

6. **PERFORMANCE STANDARDS ASSESSMENT**
   We can dive deep and assess past performance as well as corporate and team cultural fit with a variety of personality, communications and leadership style profiling tools. We also offer pre-hire, function specific assessment tools, as well as on the job testing exercises.

Connect with us to put our people and process to profitable use today! 850.983.4777
**STAGE 2 | SMART RECRUITING & INTERVIEWING**

7. **RECRUITING**
We run comprehensive recruiting campaigns to source, target and recruit the right candidates. We then submit the best candidates and schedule interviews as we help cultivate relationships between our clients and candidates.

8. **INTERVIEWS**
While you’re interviewing and evaluating your first slate of candidates, Ropella continues to recruit, building an additional slate of optional candidates, so we don’t lose momentum and experience unnecessary time delays. We also use SPARK HIRE video interviews to improve assessment.

9. **CANDIDATE INTERVIEW DEBRIEF**
After each interview, we debrief with each candidate to ensure the opportunity continues to be the right fit for their career.

10. **HIRING TEAM DEBRIEF**
After each interview, we debrief with the hiring team to discuss each candidate as we continue to move through the interview and final selection stages.

**STAGE 3 | SMART HIRING & ONBOARDING**

11. **REFERENCES & BACKGROUND CHECKS**
We offer a variety of reference checking options. CHECKSTER is a unique and highly productive web-based tool we prefer to use on most searches.

12. **COMPENSATION BENEFITS & RELOCATION ASSESSMENT**
Our proprietary *Compensation Comparison Calculator* merges the variety of complex compensation factors into one document. This allows for easy comparison of current and competing offers, to ensure you don’t lose the perfect candidate to any competitor.

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**Real. Expert. Advice.**

With over 30 years of recognized search experience, Patrick Ropella knows how to find and recruit the right talent.

“Patrick, Thank you for all that you and Ropella do for Dow. The processes and systems you have applied (from *The Right Hire*) while working with Dow have proved very valuable over many years of service.”  
*Andrew Liveris*, Chairman and CEO, Dow Chemical

“Patrick Ropella’s current book, *The Right Hire*, gives us proven principles and focused strategies to identify, attract, motivate and measure talent in any field. If you need relief fast, read and put into practice what’s in this book.”  
*Gerry Roche*, Sr. Chairman, Heidrick & Struggles